State of Alaska
FY2003 Governor's Operating Budget

Department of Environmental Conservation
Performance Measures

Contents

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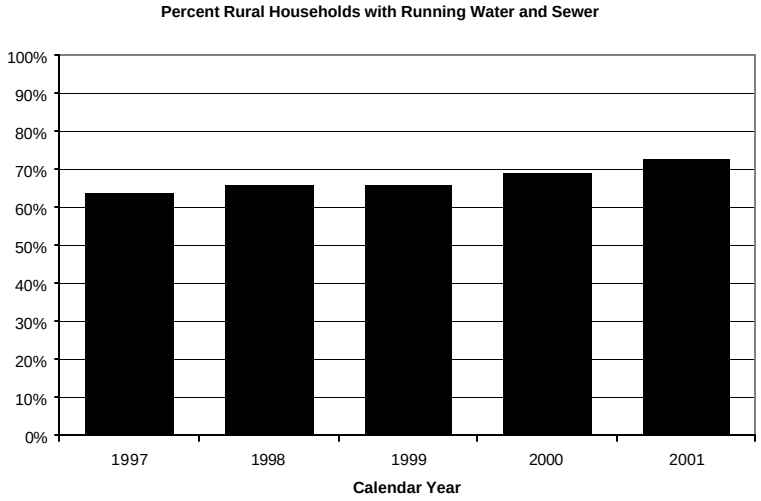
Governor's Key Department-wide Performance Measures for FY2003

Measure:
The percentage of households with improved sanitation systems.
Sec 67 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal is an average 4 percent annual increase in the number of rural households with access to running water and sewer systems. The percentage of rural households with access to running water and sewer increased 4 percent in the last year growing from 69 percent in 2000 to 73 percent in 2001.



Benchmark Comparisons:
External comparisons are not available.

Background and Strategies:
Strategies for accomplishing this goal are:
- To secure federal grant funds for rural sanitation projects;
- To make grants to rural communities with capacity to operate and maintain sanitation utilities for design and construction of water and sewer systems; and
- To work directly with rural communities to plan and construct water and sewer systems that can be operated and maintained locally.

Measure:
The number of critical violations in inspected public or private facilities that significantly affect the health or safety of the public.
Sec 61 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal is to achieve incremental decreases in the number of critical violations in inspected facilities while increasing the frequency of inspections. Progress on this measure is listed in the table below.

Calendar Year

	1997	1998	1999	2000
Pesticide Product Removals	5	6	2	12
Food facilities	825	751	592	753

Benchmark Comparisons:
External comparisons are not available.

Background and Strategies:
To meet this goal we will:
- Place the highest priority on inspections for critical violations that affect health or safety;
- Increase inspection and monitoring of high risk public or private facilities;
- Peer reviews and inspections performed by the affected industry; and
- Educate inspected facilities regarding the impacts of and how to avoid critical violations.

Measure:
The number of oil spills greater than one gallon per year compared to the number of spills requiring a response.
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The number of oil spills greater than one gallon requiring a state response each year has continued to decrease. This may reflect both a decrease in the overall number of spills and a decrease in the percentage of those spills that require a response. A response is defined as a field visit or telephone follow up action. Responses are undertaken to spills having the greatest threat to human health or the environment. Of the 1,592 oil spills over one gallon reported in FY 2001, a state response was required for 529 spills.

Performance Measure	FY01	FY 96-00 Average
Total Number of Spills Reported (includes both oil spills and hazardous substance releases)	2,431	2,467
Number of Oil Spills requiring a response	529	945

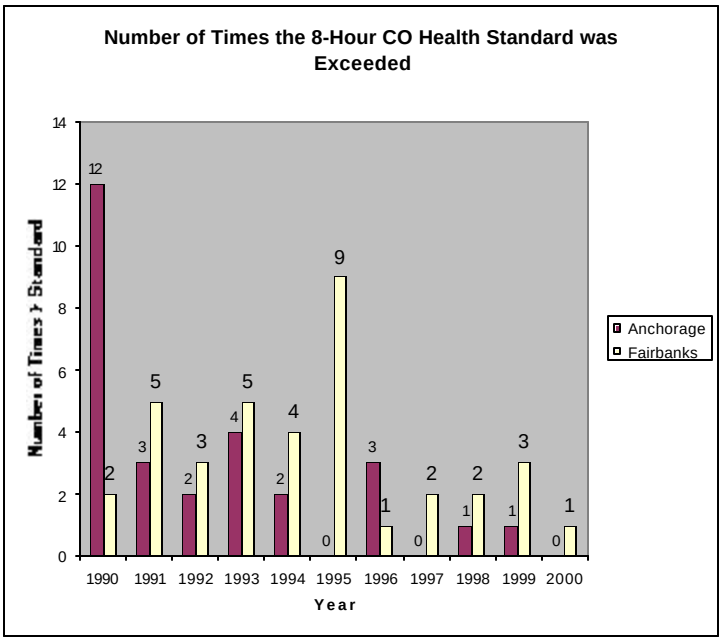
The target is to continue to reduce both the number and amount of spills. For the five year period from FY 1996 – FY 2000 an average of 219,605 gallons were spilled each year. In FY 2001, 187,985 gallons of oil were spilled.

Benchmark Comparisons:
External comparisons are not available.

Background and Strategies:
To meet this goal we will implement a prevention plan which includes:
- Risk reduction measures;
- Technical assistance, legal actions, and/or public outreach, educational approaches;
- Education of commercial fuel tank owners and operators in proper spill prevention and response methods and technologies; and
- Technical assistance to tank owners and operators to ensure compliance with federal regulations.

Measure:
Whether the carbon monoxide levels in Fairbanks and Anchorage meet health standards.
Sec 65 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
For the past four winters Anchorage has met the health standard. In 2000, Fairbanks met the standards. The federal health standard provides for one event per year above the 9 part per million exposure level – the second is considered a health violation. Under federal law, a community must meet the standard for two contiguous years to qualify as attaining the standard.



Benchmark Comparisons:
External comparisons are not available.

Background and Strategies:
The department is working closely with the Fairbanks Borough, the Municipality of Anchorage and the EPA to finalize required attainment plans. The Fairbanks plan was submitted in September 2001. The Anchorage plan will be submitted in January 2002.

Administration Budget Request Unit

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Key Performance Measures for FY2003

Measure:
The percentage of divisions that meet assigned performance measures.
Sec 61 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal is for all division to track performance on 100% of their assigned performance measures.

All divisions are tracking performance measures.

Benchmark Comparisons:
All state departments are required to track performance measures.

Background and Strategies:
The goal is for divisions to track 100% of their assigned performance measures. To accomplish this goal the following strategies will be employed:

- Establish valid benchmarks to determine and/or measure results.
- Require each division to monitor and report annually on all program performance measures.

Measure:
The percentage of permittees out of compliance with state law or regulations.
Sec 61 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:

The goal of the department is to incrementally increase percentage of facilities in compliance with state permit requirements.

Progress on this measure is illustrated in the table below. Compliance data was not kept for wastewater permits prior to 2001.

Type of Permit	2000	2001
Wastewater	N/A	1 %*
Air	21 %	17 %
Solid Waste	41 %	40 %
Spill Contingency Plans	22 %	26 %
Food	41 %	42 %

* There was little compliance monitoring or facility inspection work done by the wastewater program in FY 01. Absent this monitoring information an accurate non-compliance rate is questionable.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:

To accomplish this goal, the following strategies will be employed:

- Create and maintain a valid inventory or database of permitted facilities, using a department-wide facility identification database;
- Create and maintain automated reporting tools for permitted facilities;
- Use data from permittees to determine compliance;
- Use third party inspections to determine compliance ; and
- Work with Pacific Northwest states to collect comparable performance information.

Measure:
The number of critical violations in inspected public or private facilities that significantly affect the health or safety of the public.
Sec 61 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the department is to achieve incremental decreases in the number of critical violations in inspected facilities while increasing the frequency of inspections.

Progress on this measure is illustrated in the table below.

	Calendar Year			
	1997	**1998**	**1999**	**2000**
Pesticide Product Removals	5	6	2	12
Food	825	751	592	753

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
To meet this goal we will employ the following strategies:

- Place the highest priority on inspections for critical violations that affect health or safety;
- Increase inspection and monitoring of high risk public or private facilities;
- Peer reviews and inspections performed by affected industries; and
- Educate inspected facilities regarding the impacts of and how to avoid critical violations.

Measure:
The average time taken to adjudicate decisions in permit disputes.
Sec 61 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the department is to issue decisions on hearing requests within 15 days and complete adjudicatory hearings and final decisions within six months. Progress on this measure is illustrated in the table below.

	Calendar Year	
	1999	**2000**
Hearings Requested	6	11
Requests Denied	2	1

Requests Withdrawn	2	10
Days To Issue Final Decision	306	15

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
To meet the goal the following strategies will be employed:

- Amend administrative procedure regulations to provide for and encourage alternative dispute resolution;
- Streamline the adjudicatory hearing process timeframes and make clear the requirements parties must satisfy to be granted a hearing and intervene in a hearing.

Measure:
The percentage of adjudicated decisions that are appealed to the courts.
Sec 61 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the department is to not have any of its final adjudicatory hearing decisions appealed to the courts.

The single decision made in FY 01 to deny a hearing request has been appealed to the courts.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Amend the administrative procedures regulations to provide for a fair and timely review of agency decisions by the Commissioner or her designee.

Measure:
The average time taken to respond to complaints and questions that have been elevated to the Commissioner's Office.
Sec 61 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
There are three methods for bringing a complaint or issue to the attention of the commissioner's office.

1. A formal administrative process is in place under 6 AAC 50 for elevating draft permit issues to the commissioner's office through a coastal management elevation. By law anyone elevating a draft coastal management decision to the Commissioners of the state resource agencies must receive a final decision within 15 business days.

2. The commissioner's office receives written correspondence elevating a wide variety of issues. These might include, but are not limited to, requests for technical assistance, questions about permit decisions, recommendation for changes to DEC regulations, and/or dissatisfaction with application procedures and fees. Department policy allows for 10 business days to respond to any written elevations. A formal tracking system is in place to monitor the time it takes to respond to elevations via written correspondence. This system is maintained by the commissioner's office support staff.

3. Questions and complaints are brought to the Commissioner's office attention via telephone similar to those via written correspondence but are generally time-sensitive and therefore receive a more immediate response. Department policy is to respond to all issues brought to the attention of the commissioner's office to be responded to within 24 hours.

This is a new performance measure. Information tracked during Fiscal Year 2001 is illustrated in the table below.

Type of question or complaint	Number	Average Time to Respond
Coastal Consistency Elevation	2	15
Written Correspondence	300	10
Telephone Calls	5 per day	24 hours

Benchmark Comparisons:
All state Departments are required to track and report on this measure.

Background and Strategies:
- Maintain a Commissioner's office log of incoming correspondence and telephone calls; and
- Direct all incoming questions or complaints to the appropriate division director for review and timely response.

Measure:
The percentage of employee complaints and grievances filed and resolved at the departmental level as compared to all other departments.
Sec 62 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the department is to resolve 90% or more of complaints and grievances within the department.

DEC had six grievances in FY01; three were resolved inside the department.

Benchmark Comparisons:
Comparison information is to be provided by the Department of Administration.

Background and Strategies:
Grievances are disputes that relate only to application of contract provisions or contractual violations, while complaints are defined as any controversy or dispute that does not involve the application or interpretation of contract provisions. The department is involved at every step of the grievance/complaint process and normally must approve all grievance settlements, even when resolved by labor relations.

To achieve the goal of the department, the following strategies will be used:

Conduct regular preventative meetings with union representatives;
Provide supervisory training to ensure supervisors comply with contractual agreements;
Establish clear performance measures at the employee level;
Mediate and resolve problems before a complaint or grievance is filed; and
Update and revise evaluation process/forms to provide meaningful, timely feedback tools.

Measure:
The percentage of employee grievances overturned by hearing officers as compared to all other departments.
Sec 62 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the department is to have less than 5% of grievances overturned by a hearing officer.

In FY01, one DEC grievance advanced to hearing but the parties reached a settlement before the conclusion of the hearing. To date, no grievances in FY02 have been overturned at hearing.

Benchmark Comparisons:
Comparison information is to be provided by the Department of Administration.

Background and Strategies:

Arbitration is the negotiated process the employer and the unions agreed to use to resolve allegations of contract violations or, to enforce the terms of the contract. Grievances are disputes that relate to application or interpretation of a specific contract provision, allegations of a specific contractual violation, or used to bring enforcement of a specific contractual term or article.

To achieve the goal of the department, the following strategies will be used:

- Conduct regular preventative meetings with union representatives;
- Provide supervisory training to ensure supervisors comply with contractual agreements;
- Establish clear performance measures at the employee level;
- Mediate and resolve problems before a complaint or grievance is filed; and
- Update and revise evaluation process/forms to provide meaningful, timely feedback tools.

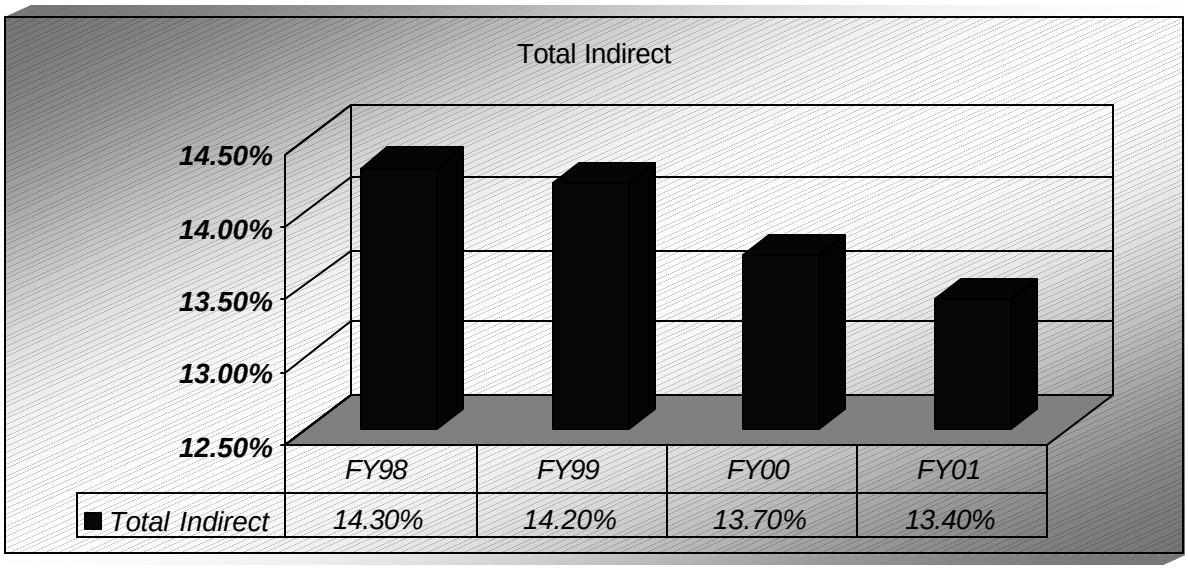
Measure:
The percentage of indirect costs collected for the commissioner and the administrative services division and for shared overhead costs.
Sec 62 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the department is to maintain or decrease the indirect funding relative to total dollars.

For the last several years the department has slightly reduced the percentage of funds being collected to cover indirect costs. Assuming no major changes in the programs managed by this agency, projections for fiscal year 2002 indicate this trend will continue.

Benchmark Comparisons:
This process requires the identification of those costs that cannot be attached to a specific program or a cost that may be centrally managed in a more cost efficient manner. The allocation of these costs is determined by a method of equitable distribution to each funding source.

The process used by the department to collect indirect funds is unique and does not lend itself to comparison. To make a comparison with another agency, that agency would need to have identified the same costs as those within DEC. At this time no other agency meets this criteria. A comparison of year to year collections is the most reliable measure for determining success on this measure as shown in the following chart.



Background and Strategies:

The goal is to provide effective support services at the lowest possible cost and to manage shared costs to reduce those costs. To achieve this goal, services will be evaluated using the following criteria:

- Is the task required by statute;
- Is the task required by federal regulation;
- What consequences occur if the task is not completed;
- What level of detail is required;
- What level of staff knowledge and training is required to perform the task;
- Is there another way we can purchase these services at a lower cost;
- Will an additional investment now lead to efficiencies or savings in the future;
- Does this cost benefit only a specific program(s) and therefore be charged directly to the program; and
- Does a reduction in program funding reduce the needs for indirect services or costs?

Measure:
The percentage of penalties for total payroll or vendor payments per year.
Sec 62 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The department will limit penalty pay to less than 0.1%.

The department has not paid any penalty payroll in the last eleven years. The annual percentage of penalties for vendor payments over the last four years has been very low, well below 0.1% of total payments.

Benchmark Comparisons:
Payroll: Comparison information is to be provided by the Department of Administration.

Vendor: The average penalties payment versus total operating budget for those agencies utilizing the state accounting system in FY2001 was 0.114%. DEC was lower than this average at 0.098% and also lower than the departmental target of less than 0.1%.

Background and Strategies:
Payroll: With 24 pay periods each year, the department completes almost 11,000 payroll transactions annually. Employees are paid from different accounts and, when combined with additional parameters such as bargaining unit and overtime, the potential for error rises dramatically. To ensure that the goal is met, the department has explored new technologies and methods for time and payroll purposes and has developed an electronic tracking system for the majority of its employees. In addition, the department continues to explore the possibilities of eliminating timesheets for overtime-exempt employees claiming pay for a single funding code.

Vendors: The department strives to make vendor payments as close to the due date as possible. To accomplish this we attempt to enter payments five days prior to the invoice due date. Delays occur when approvals are not available; an invoice is delayed; or insufficient information is provided on an invoice. To ensure prompt payments we centralized tracking of travel charges, train staff on invoice processing, and review statements to monitor outstanding invoices.

Measure:
The number of audit exceptions resolved.
Sec 62 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the department is to eliminate audit exceptions and to resolve any valid exceptions that do occur within six months of notification.

From fiscal year 1996 to 1999 the department has reduced audit exceptions by 83% as a result of refining our accounting management system. Additionally, 100% of audit exceptions have been resolved.

Benchmark Comparisons:

For fiscal year 1999 twelve of the sixteen agencies audit received notice of audit exceptions. The average number of audit exceptions resolved by these agencies was 65%. The number of audit exceptions resolved by DEC was 100%.

Background and Strategies:
The department makes the identification and resolution of potential audit exceptions a high priority. To meet this goal we:

- Review prior audit issues to identify current areas of need;
- Identify the appropriate staff level to resolve issues; and
- Assign tasks to clearly identify staff responsible for technical processing and those responsible for compliance monitoring.

Environmental Health Budget Request Unit

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Key Performance Measures for FY2003

Measure:
The change in cost per (A) permitted facility; and (B) nonpermitted facility.
Sec 63 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Ensure fees paid by permitted facilities do not subsidize work done for unpermitted facilities.

Solid Waste Management
- Permitted Facility Cost - 4,087/facility
- Unpermitted Facility Cost - 645/facility

Food Safety and Sanitation
- Permitted Facility Cost - 285/facility
- Unpermitted Facility Cost - 196/facility

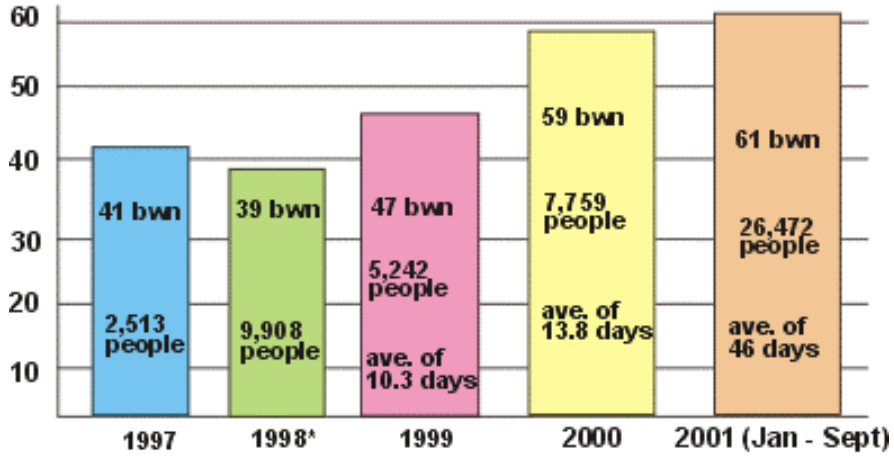
Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Most solid waste facilities are required by state law to have a permit therefore as we continue to work towards ensuring all such facilities have a permit or an acceptable alternative to a permit (another of our performance measures), the benchmark should be met.

The Food Safety and Sanitation Program will have more difficulty in meeting the benchmark. Many of the facilities regulated by it for public health purposes do not pay fees because the department does not have fee authority for facilities regulated under AS 44.46.020(5), which includes day care centers, adult residential facilities, and pools and spas. In addition, schools are specifically exempted from paying fees for food inspections. This means that general funds, which have decreased over the past several years, must cover the costs of providing these important environmental health services to these facilities, the number of which continue to increase.

Measure:
The number of "boil water" notices issued, the population affected, and the duration for the year.
Sec 63 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
A decrease in the number of Boil Water Notices issued, population affected, and duration of the notice.



In the first three-quarters of calendar year 2001, we have seen an increase in the population affected due to three large systems having short term notices (e.g. Eielson Air Force Base with a population of 9,046 had a BWN that lasted two days). The average length of the boil water notices also increased because several were in effect for most of the reporting period.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Boil water notices are issued when public water supplies exceed the public health standards for fecal coliform. Fecal coliform indicates a water system is being contaminated by sewage. Testing for fecal coliform is the most routine testing done by public water systems and the least expensive. 85% of the compliance sampling done by public water systems is for fecal coliform. The longer it takes the public water system to bring the water into public health compliance, the longer the requirement to boil the water will last.

To decrease the number of Boil Water Notices, their duration, and the population affected the department will
- work with engineers and others to ensure domestic wastewater systems are properly designed and installed;
- work with property owners and utility managers to ensure domestic wastewater systems are properly maintained;
- work with public water systems and the Division of Facilities, Construction and Operation to ensure water system operators are properly trained for the collection of water samples; and
- work with public water system operators to ensure the disinfection methods for the water system are appropriate and properly functioning.

Measure:
The percentage of sanitary surveys that result in significant compliance violations.
Sec 63 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Yearly percent decrease (with a target of 10% for 2001, and 5% for 2002) in sanitary surveys that identify significant deficiencies. (It is important to note that "compliance violations" and "significant deficiencies" are not the same thing. A significant deficiency can result in many compliance violations over the years if the deficiency is not corrected; however, a deficiency does not immediately or automatically result in a compliance violation.)

During the first 3 quarters of this calendar year, 11% of the surveys completed found significant deficiencies. Tracking this measure is relatively new (began in April, 2000) so we do not have similar data from last calendar year with which we can compare.

Benchmark Comparisons:
External comparisons not available.

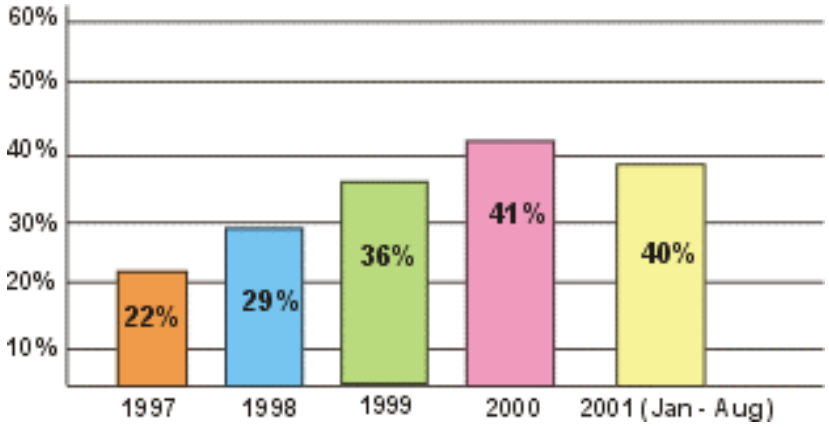
Background and Strategies:

A sanitary survey is required of all public water systems that are federally regulated under the Total Coliform Rule and the Interim Enhanced Surface Water Treatment Rule. It is a general inspection of the system where the surveyor reviews how the system is operated, how well the owner of the system is keeping records, how well the system is managed, if the operator has the correct level of certification for the system, and the overall integrity of the infrastructure of the system. A sanitary survey can discover a wide range of violations from paperwork violations that may not present a threat to public health, such as reporting and record keeping violations, to violations that would directly impact public health such as having a sink drain plumbed into a treated water storage tank. This performance measure seeks to decrease the number of violations that may be a threat to public health. We want to focus on increasing education of the public water system owner, which should result in a decrease in deficiencies, some of which may have a significant public health effect. We also plan to focus on the quality of sanitary surveys to ensure significant deficiencies are identified. In addition, we will

- provide routine monitoring and reporting requirements to public water system owners through the use of the DW/WW Program's newsletter – "Northern Flows", fact sheets, annual monitoring summaries, and workshops;
- work with system owners and operators along with the Division of Facilities Construction and Operation to ensure that each public water system is under the supervision of a certified operator;
- provide assistance to public water system operators and owners, directly and through the Remote Maintenance Worker program, the National Rural Water Association, and the Alaska Water and Wastewater Management Association on how the water treatment process works, management issues, and system maintenance needs;
- provide information annually to the Division of Facilities Construction and Operation on the infrastructure needs of individual public water systems; and
- provide assistance for sanitary survey training classes that ensure that the owner, operator, and the surveyor are up to date on all the regulations and are able to determine when a deficiency is a threat to public health.

Measure:
The percentage of landfills with a permit or an alternative to a permit.
Sec 63 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:



Percent increase of landfills with a permit or an alternative to a permit.

From January to August 2001, 108 active municipal landfill sites out of 271 (40%) had a current permit or an acceptable alternative. The reason that the percentage has gone down slightly since 2000 is not that the number of permits or alternatives have decreased, but rather that the number of active sites has increased. This increase is due to new landfill permit applications as well as a few existing sites being captured in the database for the first time.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:

Alaskans generate about 1,300 tons of household garbage each day, nearly twice the national average per person. 78% is disposed of in landfills; 15% is incinerated; and 7% is recycled. DEC regulates 481 landfills: 210 are non-municipal (industrial) facilities that handle materials like drilling wastes, mine tailings, and construction wastes; 271 are municipal landfills, of which 10 serve large communities; 21 service medium-sized towns; 45 serve industrial or government camps; and 195 serve small villages. AS 46.03.100 requires that anyone who conducts an operation that results in the disposal of solid waste into the waters or onto the land of the state have a permit.

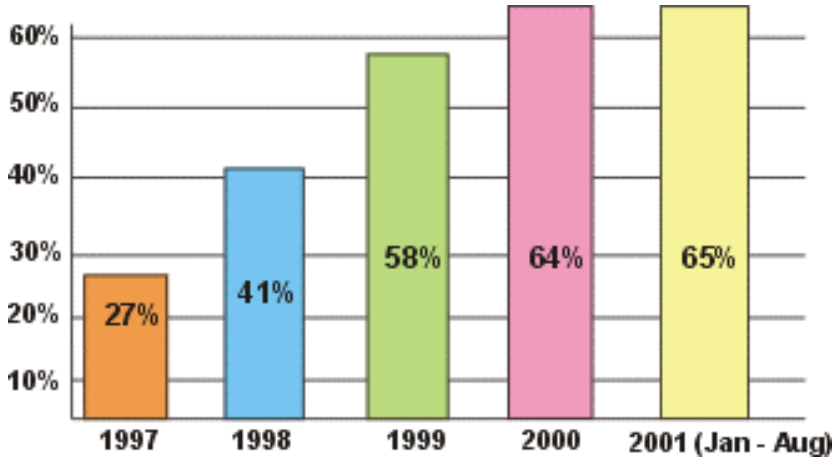
In order to increase the percentage of landfills with a permit and an alternative to a permit, we will

- develop general permits for landfills that serve small camps and villages (Class 3 landfills);
- significantly streamline permitting process in-house through developing standard permit formats and language and reducing the detail in the permit document, relying instead on the language of the regulation and the permit application; and
- develop permits-by-rule.

Measure:

The percentage of landfills with an inspection score of 80 or higher.
Sec 63 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:



Increase in the percent of landfills inspected, and percent increase of landfills with an inspection score of 80 or higher.

From January to August 2001, we had inspected 23% of the permitted municipal landfills and 88% of those permitted sites had a score of 80 or higher. When we include both permitted and unpermitted sites inspected, 65% of the facilities inspected had a score of 80 or higher. Only 39% of the Class 3 community landfills (permitted or unpermitted) that were inspected had a score of 80 or higher. Class 3 landfills are those that accept less than an annual average of 5 tons of waste daily or less than one ton of incinerator ash. Generally, Class 3 landfills are in more rural areas of the state.

Benchmark Comparisons:

External comparisons not available.

Background and Strategies:

Landfill facilities are inspected to determine if they are disposing of their wastes in a manner that is protective of public health as outlined in their permits and the department's solid waste regulations. The higher the inspection score, the better the waste disposal practices by the landfill operator.

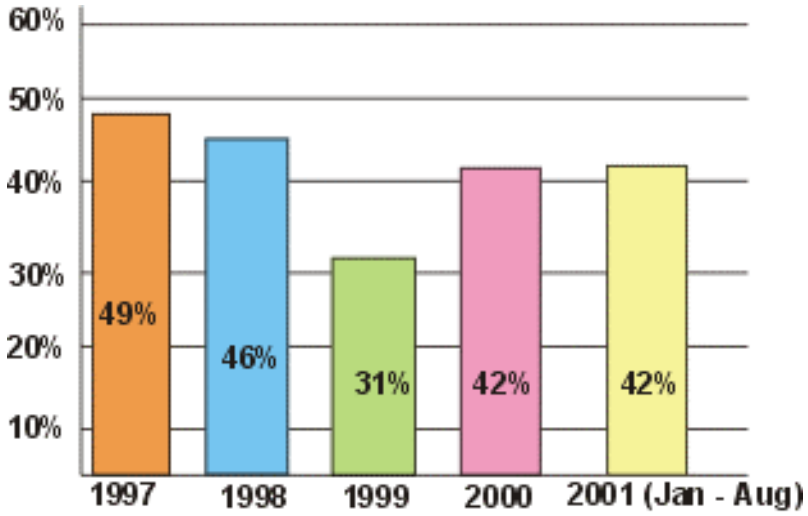
The greatest number of compliance problems continue to be found at Class 3 community landfills. In order to improve waste management in these communities, we need to further increase our field presence and find additional strategies to effect long-term improvements at these sites.

In order to accomplish this goal, we will

- streamline permitting to free up staff for field work, including technical assistance visits and inspections with a target of inspecting 25 - 35% of all permitted landfills annually;
- provide solid waste training to operators with an emphasis on rural landfill operations;
- increase our focus on solid waste handling options with communities; and
- increase the percentage of Class 3 community landfills that are inspected, and decrease the percentage of Class 1 and Class 2 community landfill inspections except for those facilities with compliance problems.

Measure:
The number of critical violations affecting food safety.
Sec 63 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:



Percent decrease in critical violations that affect food safety and wholesomeness.

During the 3rd quarter of 2001, the program initiated a "Risk Focused" inspection at food service establishments. The emphasis of this type of inspection is on identifying and controlling the processes and procedures that contribute to food borne illness. These are considered critical items. It is anticipated that the incidence of critical violations will continue to go up as risk focused inspections are implemented at other types of food establishments, such as retail markets and food processors. Then, as the industry and program gain control of these risk factors, the incidences should begin to stabilize and then ultimately decrease.

These figures do not include seafood processor inspections. The seafood program's database is being redesigned to collect this for future reporting.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Critical violations occur when an operator is not in compliance with state food rules in a manner that can result in a foodborne illness. They include such things as serving shellfish from unapproved areas, not separating raw foods from cooked foods, and employees that do not wash their hands after using the restroom. Because foodborne illness is notoriously underreported, often passed off as the "stomach flu" (which doesn't exist), we use critical violations as a means to measure the likelihood of a foodborne illness occurring.

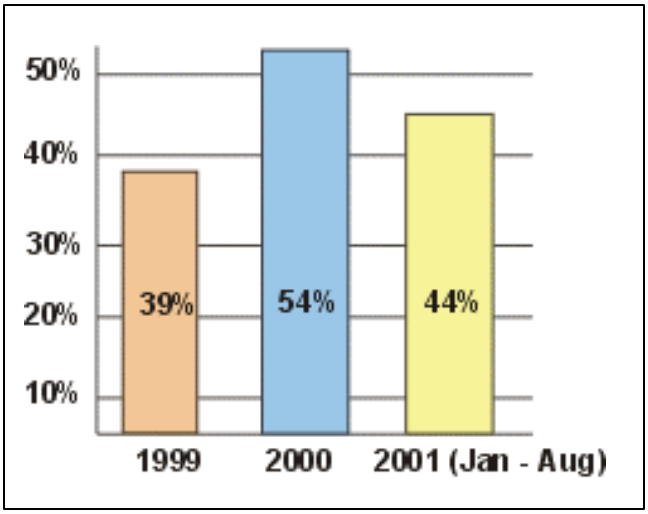
In order to reduce the occurrence of critical violations, we should

- inspect operations according to the public health risks they pose based on the type of food, preparation, or processing;
- focus on critical items during routine inspections;
- provide training to operators in order to have an educated workforce in food industry regarding food safety issues; and
- conduct outreach efforts with the food industry such as direct mailings and posting contemporary food safety issues on our website.

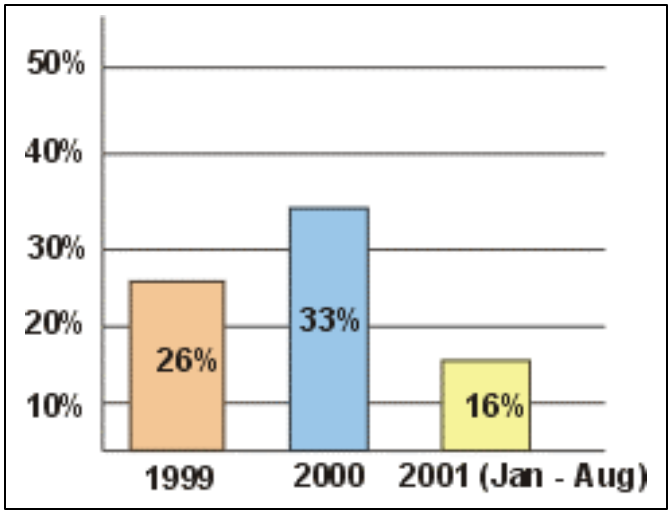
Measure:
The percentage of facilities inspected according to risk-based inspection frequency.
Sec 63 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:

Food Facilities



Public Facilities



Inspect high-risk operations at least once per year.

By the end of the August 2001, 34% of all food operations had been inspected at least once; 75% of the inspections were performed at higher risk level operations. 44% of all higher risk food operations have been inspected at least once.

During this same time, 5% of all public facilities were inspected at least once, and 93% of the inspections were performed at higher risk facilities. 16% of all higher risk public facilities have been inspected at least once. Only 32% of all public facilities are ranked as higher risk facilities.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
The primary goal of a sanitation inspection program, whether for food operations or public facilities such as pools, spas, and day-care centers, is to protect the public from diseases that can be spread in those operations because of poor sanitation. This goal is best achieved with regular inspections, the frequency of which is based upon the public health risks posed by the particular operation. Inspections allow the department to interact with facility operators to identify and correct conditions that could lead to a public health outbreak before an outbreak occurs.

In order to ensure the best use of the department's resources, a risk-based inspection frequency protocol was developed and implemented three years ago. The protocol takes into account the type of food, the population served, the type of process or handling, and the likelihood that physical, microbial, or chemical hazards will be present.

In order to increase the percentage of higher risk operations that are inspected at least once per year, we will

- cross-train our inspection staff so all are able to proficiently inspect all types of food operations, including seafood processors;
- reduce the number of inspections performed at lower risk facilities unless done under contract with the U.S. Food and Drug Administration; and
- find ways to reduce the amount of time inspection staff must spend in the office.

BRU/Component: Statewide Public Services

(There is only one component in this BRU. To reduce duplicate information, we did not print a separate BRU section.)

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Key Performance Measures for FY2003

Measure:
The percentage change in compliance.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Historically, SPS annually assists users in voluntarily correcting 95% of the compliance violations detected during compliance assistance activities.

The baseline is to maintain the 95% compliance rate. The target is to increase compliance assistance to more users by 5% each year.

Benchmark Comparisons:
External comparisons are not available.

Background and Strategies:
To progress towards our target, we are implementing the following strategies:

- Obtain funding that can support our goals for compliance assistance.
- Increase outreach through education with business and community associations, at workshops, fairs, and tribal and community events.
- Mail out information with helpful tips and suggestions, and success stories.
- Target priority areas of the state where compliance assistance is currently unavailable.
- Partner with other entities that may be able to provide compliance assistance.

Measure:
The facility savings resulting from Statewide Public Services assistance.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
By collaborating with Greenstar Inc. and businesses throughout the state, SPS regularly assists nearly 500 businesses in reusing and recycling materials. Since 1994, we have issued the Alaska Materials Exchange catalog quarterly to facilitate the exchange of materials considered waste by one operator, but useful by another operator. Alaska businesses have realized approximately 1.8 million in savings.

Significant economic and environmental benefits are derived from pollution prevention and compliance assistance. For example, SPS assisted 47 communities on used oil management. Fourteen communities saved over 191,000 in fuel and waste disposal costs. DEC in partnership with the Southeast Conference saved 92,784 in disposal costs for 182 barrels of household hazardous waste removed from Southeast Communities. Kodiak Island Communities have saved over 105,000 for fuel and waste disposal costs in six months, by properly managing 150 barrels of used oil and using used oil burners for alternative energy sources. Ten communities along the Yukon River have saved 82,000 in disposal costs for 107 barrels of used oil and household hazardous waste removed by Yutanna Barge Lines.

The baseline is to realize a savings of 10% in operating costs for facilities employing pollution prevention and compliance in their business practices. The target will be to increase facility participation in these activities by 5% each year.

Benchmark Comparisons:
Southeast Alaska communities realized a 43% savings on household hazardous waste disposal compared to the private sector, and for the Kodiak Island project, those communities realized a 64% savings.

Background and Strategies:

There are no hazardous waste disposal facilities in Alaska, so all hazardous waste is transported out of state at high costs.

To progress towards our target, we are implementing the following strategies:

- Share information of the cost-savings to other facility owners and operators in an effort to get greater participation.
- Improve outreach through the Internet.
- Integrate reusing and recycling materials with compliance assistance services.
- Look for partners to assist with household hazardous waste collection and used oil management in regions around the state.

Measure:
The cost per barrel of hazardous waste collected and disposed of in a legal manner.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Southeast Alaska. SPS partners with Southeast Conference to remove household hazardous waste from Southeast communities. During the summer of 2001, 182 barrels of waste were disposed at 608 per barrel.

Kodiak Island. In partnership with Kodiak Island communities, used oil management programs were established. Through the first six months of operation, 150 barrels of used oil were burned as an alternative fuel source, saving 735 per barrel in fuel and disposal costs.

Yukon River. SPS worked with Yutanna Barge Lines to provide household hazardous waste collection in 10 communities along the River. 107 barrels of used oil and household hazardous waste were removed at no cost to the communities, saving 766 per barrel for disposal costs. The company has been burning the used oil as fuel, resulting in a savings to them that makes this project profitable for them in the future.

Benchmark Comparisons:

Household hazardous waste disposal and used oil management are expensive in rural communities. In Southeast Alaska, we have seen a 43% savings to communities for disposal through the partnership with Southeast Conference, compared to commercial costs of disposal. On Kodiak Island, there was a 64% savings, compared to the private sector. And, the Yukon River operation resulted in a 91% savings. Other regions of the nation do not face the remote locations and lack of transportation systems found in Alaska, so there is no comparison with other sectors.

Background and Strategies:

Improper used oil storage and management is a major environmental health risk in rural Alaska. Used oil management plans and used oil burners reduce both fuel and disposal cost.

Management of the household hazardous waste project requires committed partners. DEC will continue its partnerships with Southeast conference, Kodiak Island villages and Yutanna barge lines, and seek new partners in those areas of the State without household hazardous waste collection system.

To progress towards our target, we are implementing the following strategies:

- Increase service to 25 communities along the Yukon River, in partnership with Yutana Barge Lines.
- Expand this project to other areas of the state through partnerships with businesses, municipalities, tribes, and the military.
- Work with Spill Prevention and Response Division to improve the operations and use of used oil burners in rural Alaska.

Measure:
The cost per business or community provided environmental assessment training.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
48 compliance assistance training events reached 3,350 individuals at an average state cost of 7.39 per individual. Training comes in many forms. Staff visit communities for several days and provide environmental management training to people in the region in a classroom setting, and in the evening visit the facilities with operators to review their practices. We receive e-mails, people walk into our offices, we meet them at public events, and they call us on the telephone.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Training businesses, communities, and tribes in environmental assessments, and to achieve compliance is an important element of compliance.

Many businesses and communities send one or two members to a training event, who return to their organization with the information and train others. We provide informal training at booths at fairs, workshops, and through National Pollution Prevention Week.

To progress towards our target, we will implement the following strategies:

- We will focus training on user needs to deliver training that is both useful and can result in environmental and economic benefits through reduced waste disposal costs.
- Maintain training of employees in all DEC programs and latest requirements, compliance issues, and pollution prevention solutions.
- Partner with industry, community, and tribal associations, and other agencies to increase training and education effectiveness.

Measure:
The cost per industry sector or community group served.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The cost of compliance assistance training to certain sectors, per attendee:

Timber industry sector ranged from 14 to 19
North Slope oil industry ranged from 9 to 11
Green Star and schools ranged from 2.25 to 6
Communities typically range from 11 to 22

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Costs for services vary by type of service, location, and level of environmental awareness/expertise of the sector or community served. For example, it is less expense to hold a workshop in Anchorage for the Green Star businesses, than to visit several small industrial businesses on the Kenai Peninsula that have specific non-compliance issues.

The methods of delivering compliance assistance services allow us to serve multiple sectors simultaneously. It also allows us to partner with sectors to reduce costs.

We look for ways to reduce costs for services by working with partners and combining travel for several types of assistance for several types of sectors. We also provide “train-the-trainer” services, providing an extended capability in areas around the State where visits are few and far between.

We will implement the following strategies to provide services to sectors and community groups in a cost-efficient manner:

Partner with organizations to deliver compliance assistance.
Combine travel to remote areas of the state with service delivery to multiple sectors.
Provide “train-the-trainer” services to extend compliance assistance to remote sectors.
Measure cost per industry sector and community group served.

Measure:
The percentage of contacts that result in compliance.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Annually, SPS receives approximately 5,000 contacts via walk-ins, telephone calls, or emails. Of those, over half of the people were satisfied without referrals to specific programs. This indicates that over 50% of the contacts received the information they needed directly from SPS staff.

The long-term target compliance rate is 95%.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Updating the database, getting staff to use the database more consistently, and including links in all our email response to feedback forms should capture information on how many contacts have compliance problems to start.

Measure:
The percentage of completed environmental assessments in communities.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Approximately 200 residents of 90 rural communities have taken “7 Generations” training to perform, and train people to perform, village environmental assessments. The tribal people are leaders in performing these assessmenst. 150 Alaska tribes have completed environmental assessments. Approximately 5 million of federal money has been awarded to those tribes to deal with problems identified in those assessments. In addition, to the 7 Generations training DEC partnered with UAA, EPA, and others to train 1258 individuals for community assessments.

Our target is to increase rural communities enrolled in the program by 15% a year until 90% are participating, and get 100% of those communities to perform environmental assessments.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
7 Generations training relies on voluntary participation by rural communities and tribes, with funding supported by community/tribal organizations. We have developed strong partnerships with tribes to help organize and pay costs for 7 Generations training. Currently, 40% of rural communities have participated in the 7 Generations Train-the-Trainer course. Participating tribes have provided peer training to another 25% of the tribes.

Our strategy is to reach other rural communities to encourage them to participate in the village environmental assessment program. We are working with regional and state tribal organizations, and encouraging communities that have improved their human health and environment situation to share stories about those successes. We will target events where rural communities gather to discuss human health and the environment to participate.

Measure:
The percentage of department contacts that result in a favorable experience.
Sec 64 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The overall strategy to accomplish the SPS mission is to provide assistance to individuals, communities, organizations, and businesses to identify and solve or prevent problems. Based on the return of feedback forms, we regularly achieved a 99% satisfaction rate.

Our target is to maintain the 99% satisfaction rate in SPS, while increasing technical assistance to Alaskans through better use of information technology and public outreach.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
SPS provides information and technical assistance to many individuals, small businesses, and small communities who normally do not have environmental expertise. SPS operates Information Assistance Centers in Anchorage, Fairbanks, and Juneau for walk-ins looking for assistance from the department . We coordinate major, multiple program projects to provide applicants with a single point of contact, who will gather department-wide resources, making their interactions with the department more effective. We are increasing our participation in outreach events like fairs, workshops, school career events, and community association activities.

We measure our performance through feedback forms and personal contacts. It is rare that we encounter a person or organization that is unhappy with the service.

Air and Water Quality Budget Request Unit

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Key Performance Measures for FY2003

Measure:
The cost per permit issued.
Sec 65 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Air Quality: 7,412 for an operating permit (FY2001 median costs; 9,006 in FY2000).

We have a time billing system using codes for various activities. We track the total amount time billed to the companies for staff time on permit issuance activities.

Water Quality: We have implemented a time and expenses tracking system to determine actual permit costs.

Target values for air or wastewater permits have not been set. The air operating program is undergoing significant changes and costs are expected to decrease. Wastewater permit costs have not been historically tracked and the program is undergoing a major redesign.

Benchmark Comparisons:
External comparisons not available.

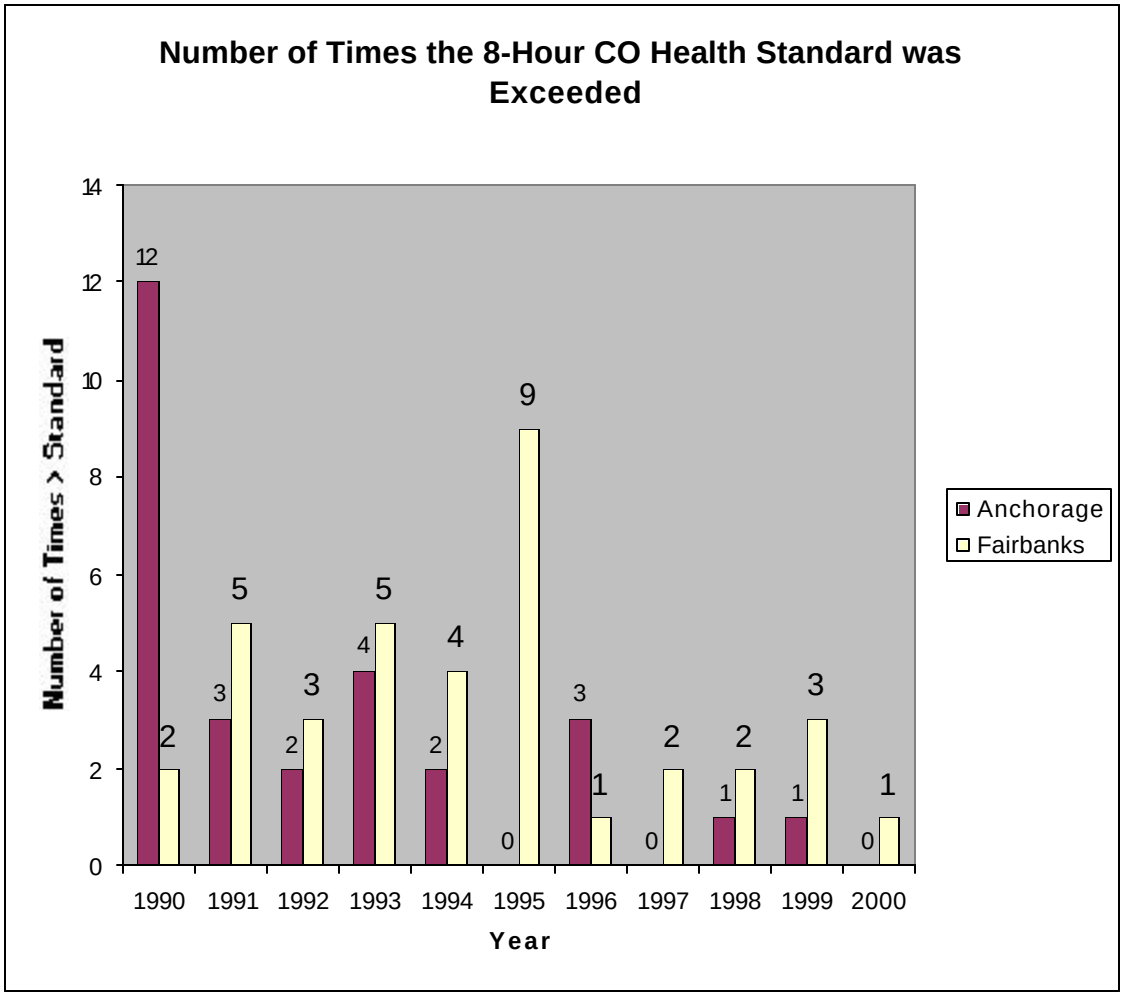
Background and Strategies:
Air Quality: The department will adopt regulations for several standard permit conditions. These standard permit conditions will avoid the need to develop corresponding conditions for each permit.

An air permit benchmarking study was completed in November 2000. In FY2002, we have allocated a small amount of grant funds for a contractor to begin developing application forms and pre-application procedures as one of the first steps in implementing the numerous recommendations of the benchmarking study.

Water Quality: Permit fees are currently based on best estimates of permit costs. The time and expense tracking system provides a mechanism to calculate average permit costs to support future revisions to permit fees. To reduce permit costs, DEC is focusing on reducing staff time per permit through the development of a facility-specific database, standardized permit conditions, a web-based application process, and the development of streamlined approvals for low-risk discharges.

Measure:
Whether the carbon monoxide levels in Fairbanks and Anchorage meet health standards.
Sec 65 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
For the past four winters Anchorage has met the health standard benchmark. In 2000, Fairbanks met the standard. The federal health standard provides for one event per calendar year above the 9 part per million exposure level - the second event is considered a health violation. Under federal law, a community must meet the standard for two contiguous years to qualify as attaining the standard.



Benchmark Comparisons:
Attainment of the national ambient air quality standards.

Eight communities in the nation exceed the air quality standards for carbon monoxide or have not been reclassified to healthy status. At this time only two communities actually exhibit concentrations above the standard: Los Angeles and Fairbanks.

Background and Strategies:
DEC is working closely with the Fairbanks Borough, the Municipality of Anchorage and EPA to finalize the required attainment plans. The Fairbanks plan was submitted in September 2001. The Anchorage plan will be submitted in January 2002.

Measure:
The average time taken from receipt of a permit application to approval.
Sec 65 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Air Quality: The average time is 150 days for a construction permit in FY2001 (278 days in FY2000).

Water Quality: The average time is 136 days for individual permits and certification of federal permits and 62 days for general permits.

The target time period for air quality construction permits is 130 days. The target time period for water quality permits is 122 days for individual permits and certification of federal permits and 55 days for general permits.

Benchmark Comparisons:
External comparisons not available.

Air Quality: We maintain a construction permit file of pending permit applications and track the issuance of permits.

To reduce permitting time, we:
- Adopt regulations to make permits more uniform. For example, a recent permit-by-rule regulation was adopted to streamline permitting for portable oil and gas drilling.
- Implement key recommendations from the air permits benchmarking study.

Water Quality: The water permit stakeholders group made recommendations in 2000 to focus on efficiency through enhanced data management and analysis, computer-assisted permitting, and simplified permit application procedures, as well as expanded use of general approvals for low-risk activities.

To reduce permitting time, we:
- Implement key recommendations from the water permit stakeholder group.
- Redesign our permitting system to fast-track lower risk activities.
- Look for opportunities to streamline review schedules when multi-agency and federal permits are involved.

Measure:
The average time taken from receipt of a permittee complaint to resolution of the complaint.
Sec 65 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The average time is 51 days, based upon 3 complaints received in FY2001.

Decrease in time from receipt of permittee complaint to resolution. Our target time period is 60 days.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
The division tracks this measure at the program manager level and higher. The director reviews all complaints raised.

Measure:
The percentage of facilities inspected according to risk-based inspection frequency.
Sec 65 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Air Quality: The risk-based inspection strategy identified 70 high-risk facilities for inspection. 57 of the 70 facilities, or 82%, were inspected in FY2001.

Water Quality: During FY2001, 48 inspections were performed based on a backlog of previously uninspected operations, or 0% according to a risk-based system. In FY2002 we developed risk-based inspection ranking criteria to prioritize inspections. Approximately 28 of the 55 (50%) inspections planned in FY2002 are based on the risk-based ranking methodology; the remainder are previously uninspected operations.

Increase the percentage of higher risk facilities. The target is 100% of high-risk facilities/operations. Field inspections provide a key opportunity to provide technical assistance to operators who avoid or mitigate what may otherwise be significant harm to the environment.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Air Quality: Some of the factors that make up risk based targeting are:
- Size of facility
- When the facility was last inspected
- Actual quantity of emissions
- Actual hazardous air pollutant emission
- Compliance history

Water Quality: Factors employed to target higher risk facilities include:
- New facility or significant modification
- Significant permit violations
- Legitimate complaint of health or environmental hazard
- Date of last inspection
- Toxic pollutant potential
- Past compliance based on failure to submit discharge monitoring reports or exceedences in past reports

Measure:
The number of activities covered by fast-track general permits as compared to the total number of permits.
Sec 65 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
Increase in number of activities covered by fast-track permits as compared with the total number of permits.

Air Quality: Of the 471 facilities required to have permits, 282 use fast track methods. Fast track methods include 93 facilities that are covered by general permits, 185 covered by fast-track permit avoidance limits (called owner requested limits or pre-approved limits), and 4 are covered by a permit-by-rule.

Water Quality: We currently issue fast-track general permits and we are also waiving project review requirements for certain low risk activities. In FY2001, 91 of the 123 wastewater discharge permits and approvals issued in FY2001 were fast-track general permits; the remainder were individual permits.

Department certifications of the Army Corps of Engineers dredge and fill permits were issued for 74 projects. Certification was waived (no project reviews performed) for 117 projects under a risk based criteria. Approval of 106 stormwater pollution prevention plans was completed under fast track general permits.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Air Quality: In order to increase the number of activities covered by fast-track permits, we will:
- Adopt the permit-by-rule for oil drilling regulations (recently completed).
- Combine unified permitting for solid waste landfills.
- Identify general permit opportunities during permit reviews.

Water Quality: In order to increase the number of activities covered by the fast-track permits, we will:
- Develop permit-by-rule and generally allowed activities options for low-risk operations.

Spill Prevention and Response Budget Request Unit

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Key Performance Measures for FY2003

Measure:
The number of oil spills greater than one gallon per year compared to the number of spills requiring a response.
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The number of oil spills greater than one gallon requiring a state response each year has continued to decrease. This may reflect both an increase in preparedness on the part of spillers to clean up their own spills and a decrease in the number of significant spill incidents. 1,592 oil spills over one gallon were reported in FY 2001. Staff responded to 529 of these releases, either through field visits or telephone follow up action.

Spill Data Comparison (FY01 versus Average for Prior Years (FY96-00)

Performance Measure	FY01	FY 96-00 Average
Total Number of Spills Reported (includes both oil spills and hazardous substance releases)	2,431	2,467
Number of Oil Spills requiring a response*	529	945

*A response is defined as a field response or telephone follow-up action.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Responses focused on the highest priority incidents that posed the greatest threat to public health and the environment. This number of responses is significantly lower than prior years and reflects the fact that fewer spills occurred that posed significant threats to public health or the environment.

Measure:
The number of hazardous substance spills compared to the number of hazardous substance spills requiring response.
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The number of hazardous substance spills requiring a state response each year has continued to decrease. This may reflect both an increase in preparedness on the part of spillers to clean up their own spills and a decrease in the number of significant spill incidents. 458 hazardous substance releases occurred in FY 2001. Staff responded to 82 of these releases, either through field visits or telephone follow up action.

Hazardous Substance Release Data Comparison - FY 01 versus Average for Prior Years (FY 96-00)

Performance Measure	FY01	FY 96-00 Average
Total Number of Hazardous Substance releases	458	558
Number of Hazardous Substance releases requiring a response*	82	128

*A response is defined as a field response or telephone follow-up action.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:

In FY01, program staff responded to 82 hazardous substance releases. These responses focused on the highest priority incidents that posed the greatest threat to public health and the environment. This number of responses is significantly lower than prior years and reflects the fact that fewer spills occurred that posed significant threats to public health or the environment.

Measure:
The time the division takes from receiving a report of a spill to the determination of "no further action".
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The target for this performance measure is to reduce the time it takes to close out a spill site through continuous improvement in the contaminated site pre-screening process and time tracking to identify where sites are in the cleanup process. Site intake procedures have been formalized and the systematic collection and tracking of cleanup data is being strengthened through the redevelopment of the contaminated sites database.

Calculating an “average” time for closing out a contaminated site that results from a spill is problematic, since the date that contamination was first discovered at many sites is not known and decades of remediation may be required for others. Recognizing these limitations, the average time the division takes from receiving the spill report to the “no further action” determination is approximately four years.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
- Take a collaborative approach with responsible persons to facilitate cleanup of contaminated properties.
- Rely on department enforcement authorities and funds from the Response Account to facilitate quicker action. However, rather than take an aggressive enforcement approach when the risk does not warrant it, focus efforts on creating a regulatory climate that assists responsible persons in speeding up the cleanup process.
- Utilize the Voluntary Cleanup Program where possible to speed up the cleanup of low to medium priority sites.
- Increase department emphasis on working with responsible parties to take quick action to mitigate risk.
- Employ risk based cleanup standards, accompanied by institutional controls, to facilitate cleanups proportional to risk and appropriate for the intended land use, decrease the need for long term cleanups, and facilitate redevelopment of contaminated property.

Measure:
The state cleanup costs per spill per year.
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
A continuing reduction in the cost of cleanups is the target for this performance measure. State cleanup costs per spill for the five-year period from FY 1996 through FY 2000 averaged 5,841 per year. The cost per spill in FY 2001 was 2,067. Detailed reporting of cleanup costs are contained in the Biennial Response Fund Report.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
The department is required by law to track and recover state response and cleanup costs from responsible parties and seek compensation for damages to the state's natural resources. The goal is to continue to improve the state's accounting, cost-tracking and billing procedures to ensure timely recovery of expended costs to the Oil and Hazardous Substance Release Prevention and Response Fund. The department will continue to pursue other sources of cost recovery, such as federal oversight funds and the federal Oil Spill Liability Trust Fund.

Measure:
The state cleanup costs per contaminated site per year.
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
A continuing reduction in the cost of cleanups is the target for this performance measure. State cleanup costs per contaminated site for the five-year period from FY 1996 through FY 2000 averaged 6,726 per year. The cost per contaminated site in FY 2001 was 11,349. Increased average site costs in FY 2001 can be attributed to major cleanup efforts at six sites totaling over 1.5 million. Detailed reporting of cleanup costs are contained in the Biennial Response Fund Report.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
The department is required by law to track and recover state response and cleanup costs from responsible parties and seek compensation for damages to the state's natural resources. The goal is to continue to improve the state's accounting, cost-tracking and billing procedures to ensure timely recovery of expended costs to the Oil and Hazardous Substance Release Prevention and Response Fund. The department will continue to pursue other sources of cost recovery, such as federal oversight funds and the federal Oil Spill Liability Trust Fund.

Measure:
The average environmental hazard per contaminated site.
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
A continuing reduction in the average environmental hazard per contaminated site is the target for this prevention measure. At the end of FY 2000, there were 756 "high", 602 "medium", 466 "low" and 219 "unranked" contaminated sites on the division's list, for a total of 2,143 sites. At the end of FY 2001, there were 776 "high", 660 "medium", 493 "low" and 117 "unranked" contaminated sites, for a total of 2,046 sites. This represents a 47% increase in the number of ranked contaminated sites and a 4.5% decrease in the overall number of sites. The Division is working to develop a mechanism that will track the number of contaminated sites where interim actions have been taken to reduce acute or dangerous exposures to the public.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
The division is working to characterize and rank all known contaminated sites in the state and reduce the number of sites in all categories, beginning with the highest-ranked sites. The goal is the assessment and cleanup of the highest risk sites in Alaska by ensuring the cleanup of contaminated sites by responsible parties; applying consistent and measurable cleanup standards; contracting private specialists to assess and clean up state-owned and "orphan" sites; and implementing an expanded Voluntary CleanUp Program to increase the rate of cleanup of lower priority sites with reduced government oversight.

By analyzing the cleanup process, the division has determined that an important measurement is how many interim actions the division has approved to reduce acute or dangerous exposures to hazardous substances.

Measure:
The number of underground storage tank owners issued "no further action" letters during the year.
Sec 66 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
A continuing increase in the number of letters issued is the target for this prevention measure. A total of 124 “no further action” letters were issued to underground storage tank owners in FY 2000. In FY 2001,137 letters were issued, representing an increase of 10% over the previous year.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Through legislation and rulemaking, the state adopted the federal regulatory program for underground storage tanks and added financial assistance and tank worker/inspector elements. The goals are to clean up existing petroleum spills and prevent new spills from happening.

To date, approximately 47 percent of over 2200 UST petroleum spills have been cleaned up and made available for economic reuse. The program has increased its annual rate of "no further action" determinations from 100 to over 125 by ensuring that each site is assigned to a designated staff person and then working the sites in order of highest hazard ranking. Sites of low rank can be expedited by processing through the Voluntary Cleanup Program.

Measure:
Amount of oil spilled (gallons).

Alaska's Target & Progress:
A continuing reduction in the amount of oil spilled is the target for this performance measure. For the five-year period from July 1, 1996 - June 30, 2000, an average of 219,605 gallons of oil were spilled each year. In FY 2001, 187,985 gallons of oil were spilled, a reduction of over 14% from the previous five-year average.

Benchmark Comparisons:
External comparisons not available.

Background and Strategies:
Consistent with the Governor's goal of a 15% overall reduction of oil and hazardous substance spills, the department is working to prevent oil spills through the implementation of a prevention plan which includes risk reduction measures, technical assistance, legal action, and/or public outreach/educational approaches; educates commercial fuel tank owners and operators in proper spill prevention and response methods and technologies; and provides technical assistance to tank owners and operators to ensure compliance with federal regulations.

Measure:
Number of contaminated sites that have been cleaned up.

Alaska's Target & Progress:
A continuing increase in the rate of contaminated site cleanups is the target of this performance measure. In FY 2000, 58 contaminated sites cleanups were completed. Eighty military site cleanups were also closed out at the Adak formerly used defense site during FY 2000. In FY 2001 there were 74 completed site cleanups, representing an increase in the number of cleanups of 28%, not counting the Adak sites.

Benchmark Comparisons:

External comparisons not available.

Background and Strategies:
Annual site completion rates have more than doubled over the last ten years. The division has taken a number of steps, which will result in further acceleration of the rate of cleanup completions. In 1999 the division promulgated new cleanup regulations which allow contaminated site cleanups to be proportional to the risks posed to human health and the environment and the intended land use. The use of "institutional controls" tools has been expanded to facilitate risk-based cleanups which can reduce the time and costs associated with cleanups. The division has also expanded the Voluntary Cleanup Program (VCP) for low and medium priority sites to enable many sites, including underground storage tank sites, to be cleaned up under a streamlined process with minimal oversight by department staff. During new site identification, responsible parties for VCP candidate sites are invited to take advantage of this streamlined cleanup process. The division made an earlier decision to focus some staff resources on large facilities that have multiple high priority sites, such as the former U.S. Navy facility on Adak Island. This approach allowed simultaneous assessment and clean up of multiple sites in an area. The results of this approach will be realized during FY 01 and following years as multiple final cleanup efforts are completed and documented.

BRU/Component: Facility Construction and Operations

(There is only one component in this BRU. To reduce duplicate information, we did not print a separate BRU section.)

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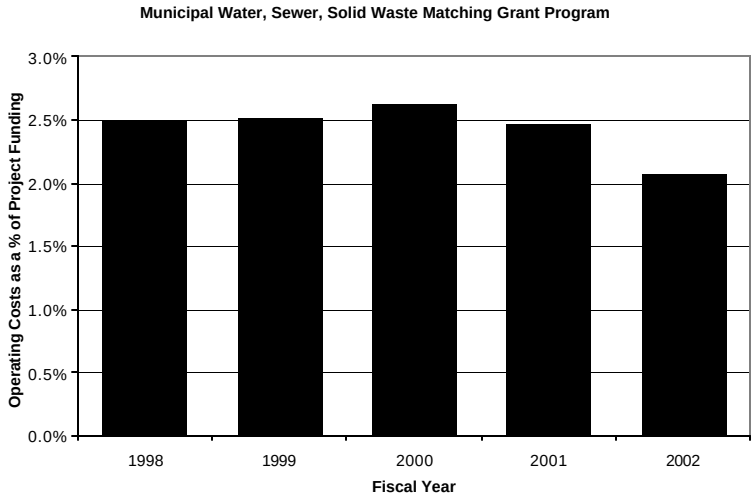
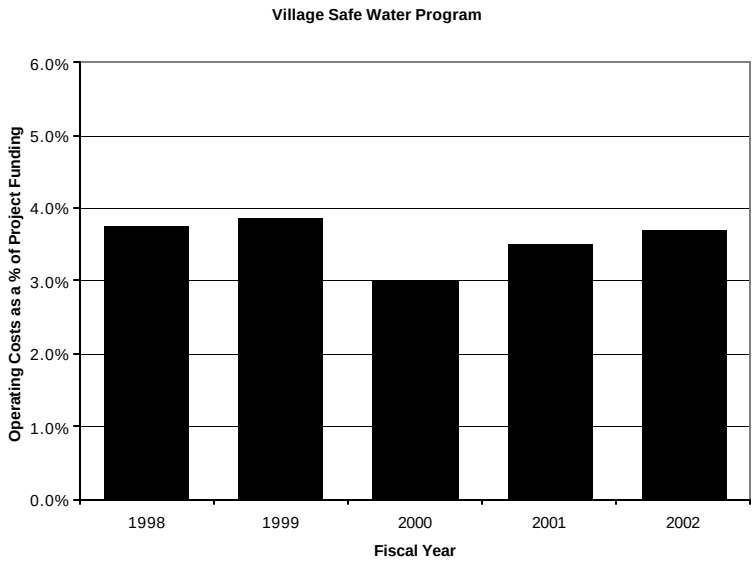
Key Performance Measures for FY2003

Measure:
The agency operating costs per sanitation project.
Sec 67 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the Division of Facility Construction and Operation is to manage operating costs -- expressed as a percentage of capital project funding -- at 4 percent, or less. The division continues to meet this goal in both the Village Safe Water and Municipal Water, Sewerage and Solid Waste Matching Grant programs.

Between 1998 and 2002, operating costs for Municipal Water, Sewerage and Solid Waste Matching Grant projects varied between 2.1 and 2.6% of project funding. Operating costs for Village Safe Water projects ranged from 3.5 to 3.9% of project funding.





Benchmark Comparisons:

These programs are relatively unique and it is difficult to find other programs with which to make direct comparisons. As a general rule, programs with administrative costs of less than 5% of grant or contract amounts are considered efficient. For example, envisioning a very low overhead operation through efficiency and reliance on outside agency staff, the enabling statutes for the Denali Commission include a 5% cap on administrative funding.

Background and Strategies:
The goal is to manage operating costs through efficiencies in how the division manages water, sewer and solid waste grant projects. The primary strategies for improving efficiency are:

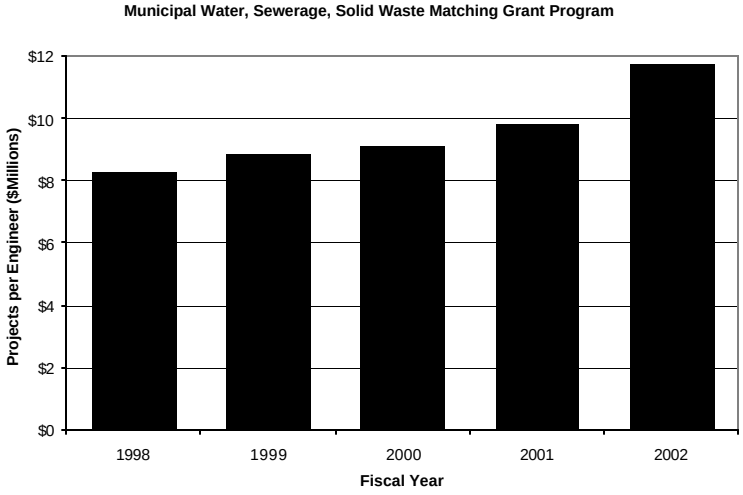
- to increase the use and role of private companies in managing projects; and
- to streamline internal operations by improving data systems and administrative procedures.

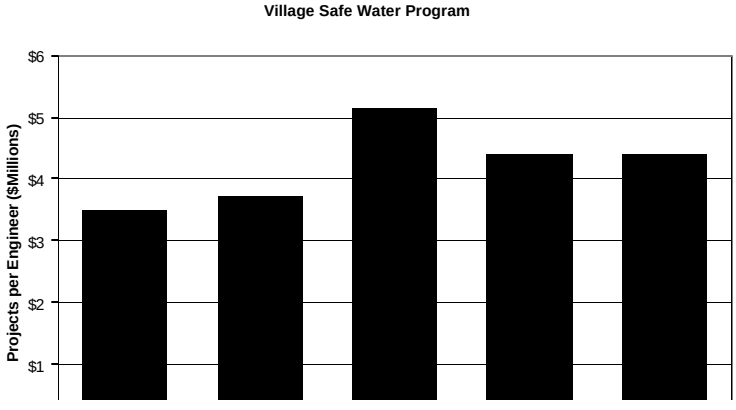
Measure:
The number and cost of sanitation projects per division engineer.
Sec 67 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the Division of Facility Construction and Operation is to manage workload at, or above, 4 million per engineer in the Village Safe Water program and 8 million per engineer in the Municipal Water, Sewerage and Solid Waste Matching Grant program.

Between 1998 and 2002, the value of projects managed by the engineers of the Municipal Water, Sewerage and Solid Waste Matching Grant program steadily increased from just over 8 million per engineer to almost 12 million per engineer. This trend is due to increased project funding and a steady staffing level. For the same reason, Village Safe Water project funding per engineer has increased from 3.5 million in 1998 to almost 4.5 million in 2001 and 2002.

In terms of numbers of projects per engineer: Between 1998 and 2002, the average number of Municipal Water, Sewerage and Solid Waste Matching Grant projects managed by each program engineer varied between a low of 10.0 (in 1999) and a high of 14.5 (in 2001), with a 2002 level of 11.0 projects per engineer. In the Village Safe Water program, the number of projects per engineer varied from a low of 4.3 (in 1999) to a high of 6.0 (in 2000) with a 2002 level of 5.2 projects per engineer.





Of the two parts contained in this performance measure -- the number of sanitation projects per engineer and the cost of sanitation projects per engineer -- the cost of projects per engineer is a far better workload indicator. The workload associated with a given number of projects can vary substantially depending on project size. Project funding, on the other hand, incorporates variations in project size into the measure.

- to increase the use and role of private companies in managing projects; and
- to streamline internal operations by improving data systems and administrative procedures.

Measure:
The cost per household served.
Sec 67 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the Division of Facility Construction and Operation is to manage capital costs to strike an appropriate balance between capital cost, operating cost, level of service, and system robustness and life expectancy.

Last year a baseline was developed using data on the total state and federal investment in 11 projects completed between 1983 and 2000. Costs included total system development costs starting with water source development and ending with in-home running water and sewer. The average capital cost to develop a water source; provide treatment and distribution systems; and to project wastewater collection, treatment and discharge on a per household basis was calculated at 67,627. Since then, the database used to calculate a baseline cost per household served has been expanded to include total service costs in 25 communities. As a result of that effort, the baseline cost per household served has been revised slightly to 65,574.

Benchmark Comparisons:
A comparable analysis of the cost of providing water and sewer utilities in urban Alaska suggests that the average cost there is about one-half that in rural Alaska. This effect is the result of the high costs of construction in remote locations as well as the diseconomies of scale associated with developing utilities for relatively small numbers of customers.

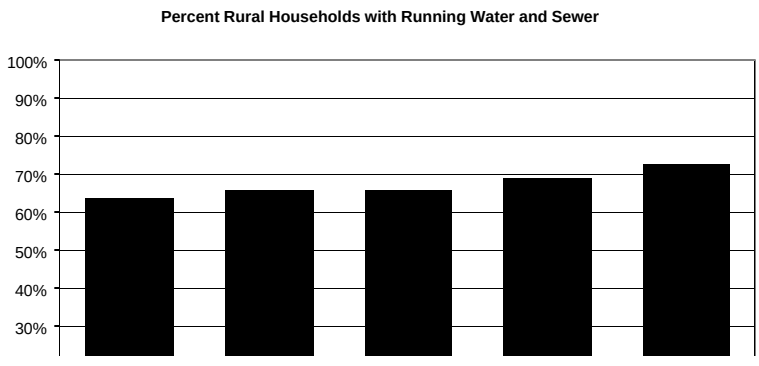
Background and Strategies:
The primary strategies for managing per household costs for water and sewer systems are:

- to increase use of enclosed haul and other innovative systems where piped utilities are exceedingly expensive;
- to provide incentive for controlling costs in the competitive grant process by awarding more points to projects that are less expensive;
- to assert cost control and value engineering as a primary objective throughout project planning and development.

Measure:
The percentage of households with improved sanitation systems.
Sec 67 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
The goal of the Division of Facility Construction and Operation is an average 4 percent annual increase in the number of rural households with access to running water and sewer systems.

The percentage of rural households with access to running water and sewer increased 4 percent in the last year growing from 69 percent in 2000 to 73 percent in 2001.



The primary strategies for accomplishing the goal of bringing running water and sewer to rural households are:

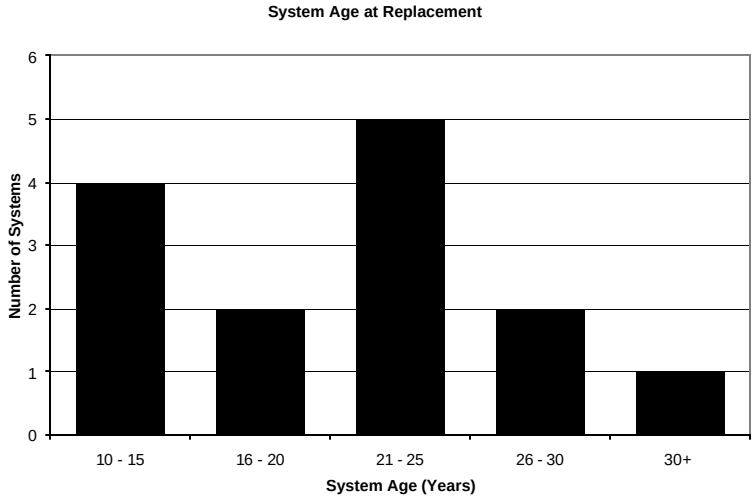
- to secure federal grant funds for rural sanitation projects;
- to make grants to rural communities with capacity to operate and maintain sanitation utilities for design and construction of water and sewer systems; and
- to work directly with rural communities to plan and construct water and sewer systems that can be operated and maintained locally.

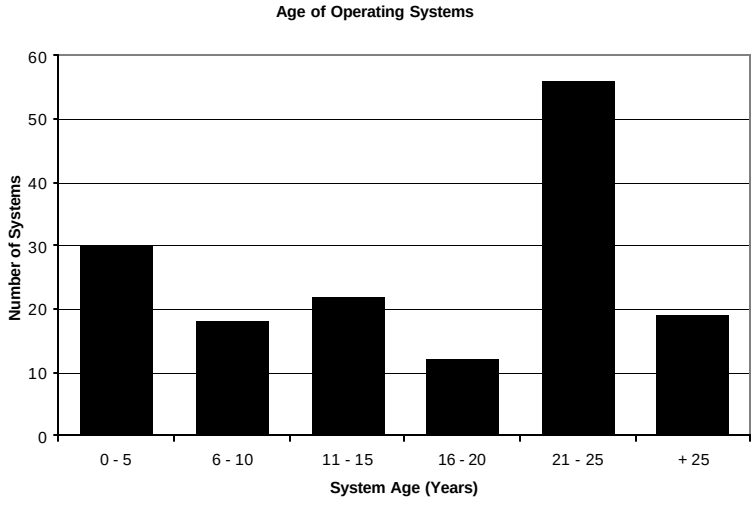
Measure:
The actual life cycle cost compared to the design life cycle cost per year.
Sec 67 Ch 90 SLA 2001(HB 250)

Alaska's Target & Progress:
It is the goal of the Division of Facility Construction and Operation that rural sanitation facilities meet life cycle cost targets based on a 20-year design life.

Since the early 1960's, 14 community sanitation facilities -- largely water treatment facilities -- have been replaced in rural Alaska. Eight facilities were 21 years old or older at the time of replacement. The remaining six were replaced within 20 years of construction. Designs and construction practices have improved significantly since the 1960's and 70's. Facilities constructed more recently should significantly outlast those constructed earlier.

A frequency distribution of the age of 157 operating rural sanitation facilities shows that nearly half are 21 years old or older. The number of facilities meeting or exceeding a 20-year design life is expected to increase with time as more and more facilities pass the 20-year mark.





Benchmark Comparisons:

A 20- to 30-year design life is the industry norm for water treatment facilities. Due to extreme operating conditions, facility life expectancy in rural Alaska suggests adopting a design life at the shorter end of the range.

Background and Strategies:
The primary strategies for managing system longevity are:

- to continue to use the Remote Maintenance Worker program to assist communities with preventive maintenance and thereby extending the lives of existing systems; and
- to assert the division's remote maintenance workers' and engineers' arctic experience and expertise throughout project planning and development of new projects to optimize the life expectancy under what are often severe operating conditions.